

Your Team's Purpose, Responsibilities and Customers

Lesson 1

Identify your mission

Lesson 2

Identify & prioritize external
customers

Lesson 3

Identify customers' needs

Lesson 4

Identify & prioritize
significant processes

Lesson 5

Establish output measures

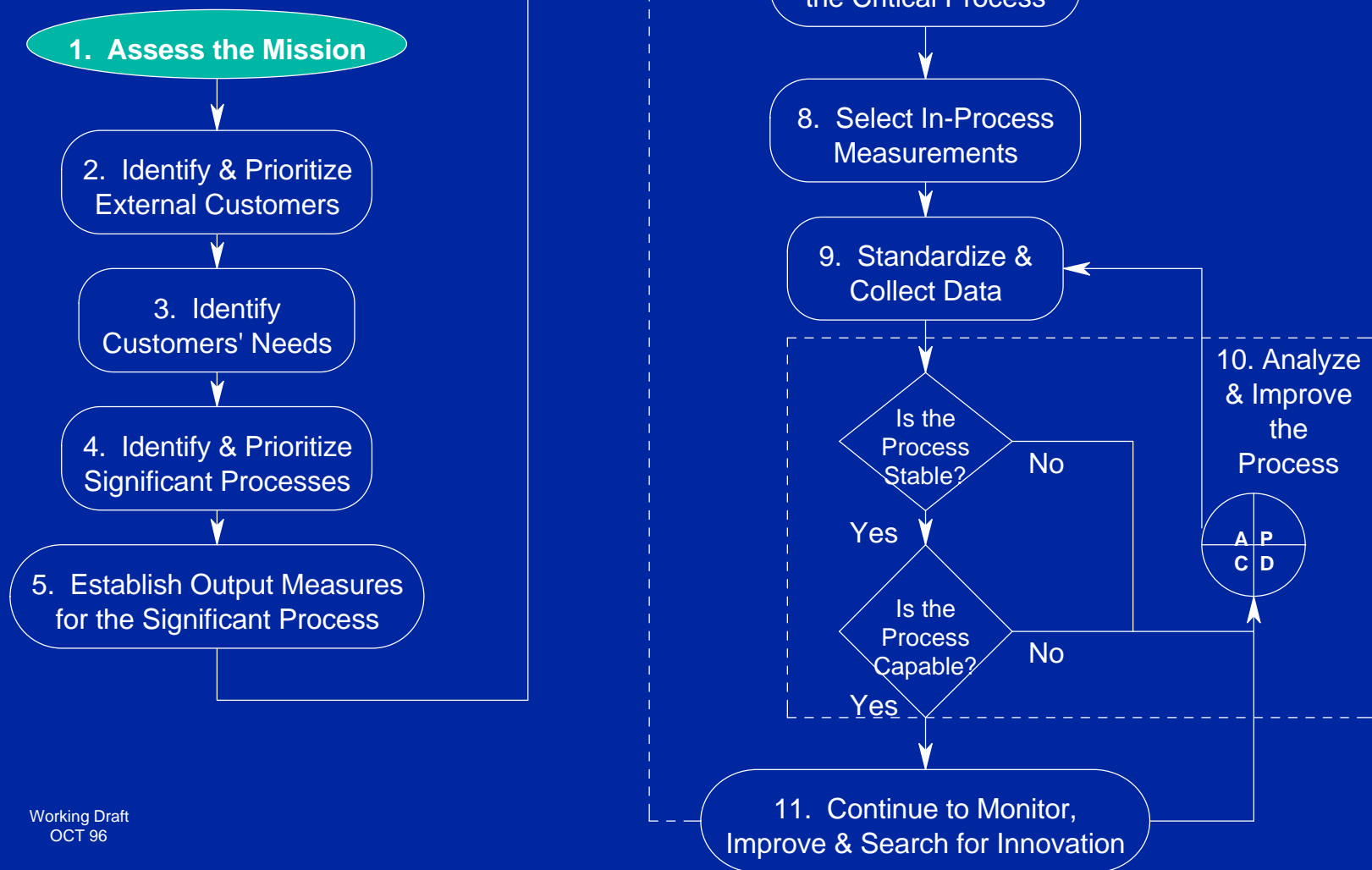


Assess Your Mission

Learning Objectives:

- ◆ Explain the importance and use of a mission statement
- ◆ Describe how an ESC develops a mission statement

Process Management Flowchart



How to Develop Your Mission Statement

- ◆ ESC reviews and validates the mission
 - ◆ Existing documents and directives
 - ◆ Changes in purpose and operating environment
 - ◆ Strategic goals and objectives of ISIC
- ◆ Part of Phase I “Define the Organization”
 - ◆ Extended system view of the organization
 - ◆ Ensures alignment of Quality Improvement Team activities with the mission

Product of Lesson 1

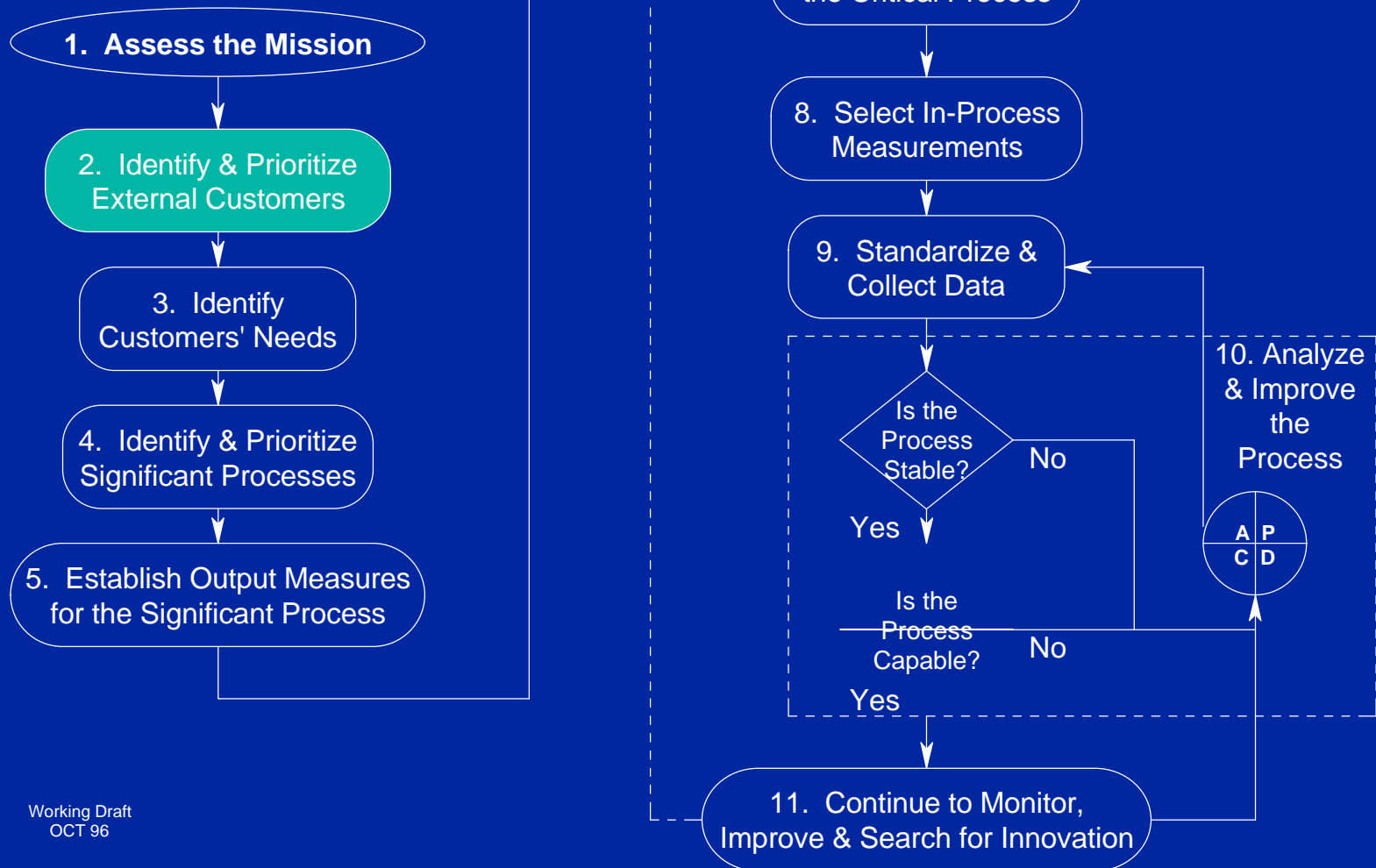




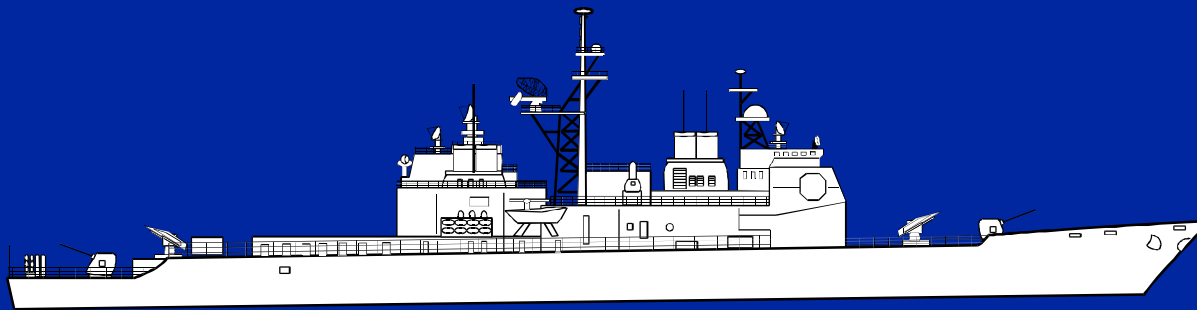
Identify & Prioritize External Customers

- ◆ Learning Objectives
 - ◆ Explain the importance of identifying customers
 - ◆ Describe the concept of internal and external customers
 - ◆ Explain how to identify an organization's external customers
 - ◆ Describe methods for prioritizing customers

Process Management Flowchart

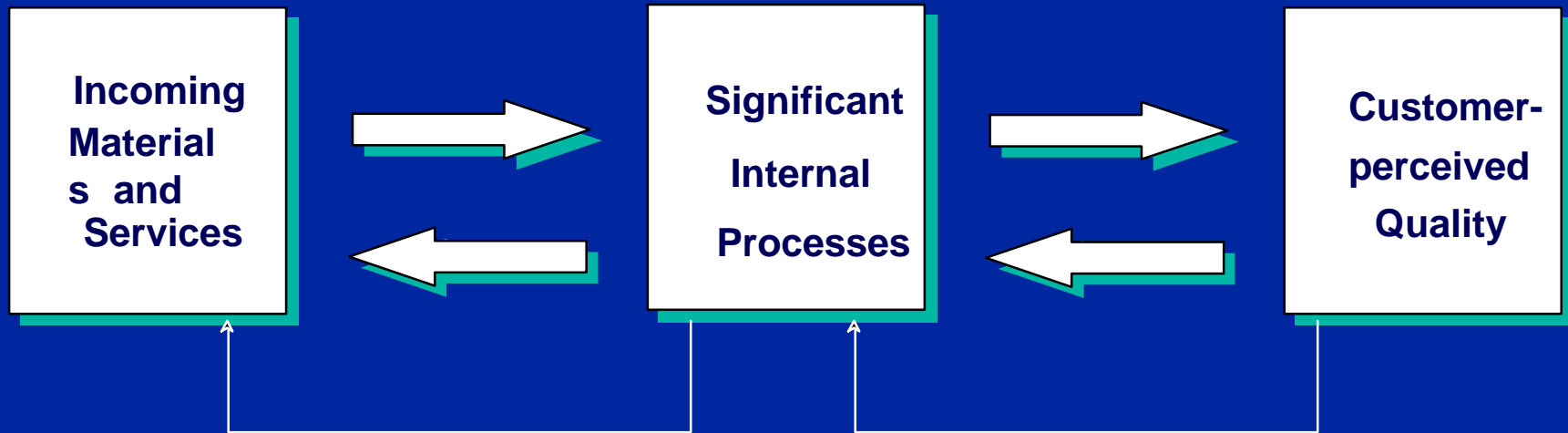


Why Identify Customers?



You cannot determine the needs of customers
if you don't know who they are.

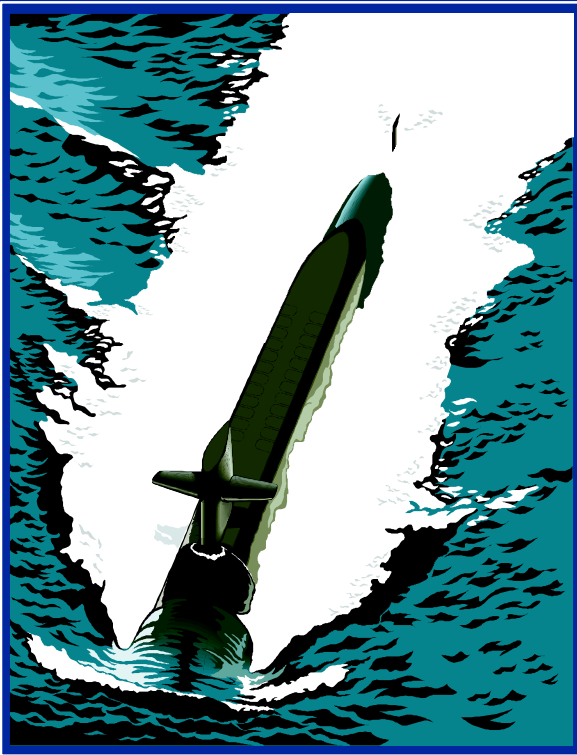
A Total Quality Leadership Model



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◆ External Customer

- ◆ The end-user or purchaser of your organization's product or service

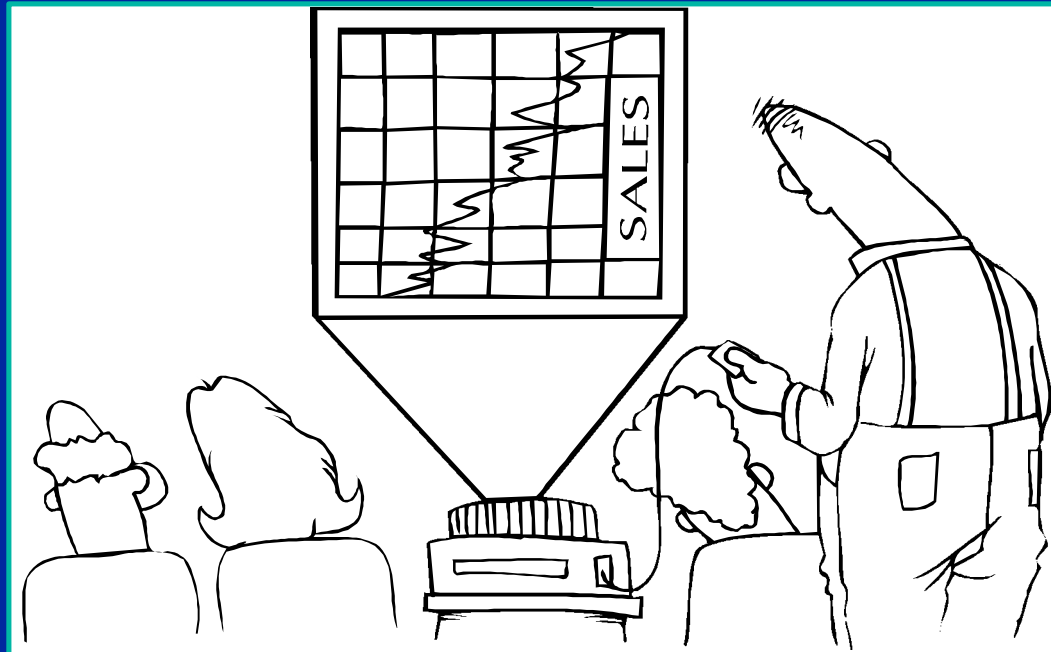


◆ Internal Customer

- ◆ An individual or group within your organization who receives the output of one process as the input to theirs

How to Identify Customers

- ◆ Review customer demands
- ◆ Review data files
- ◆ Brainstorm

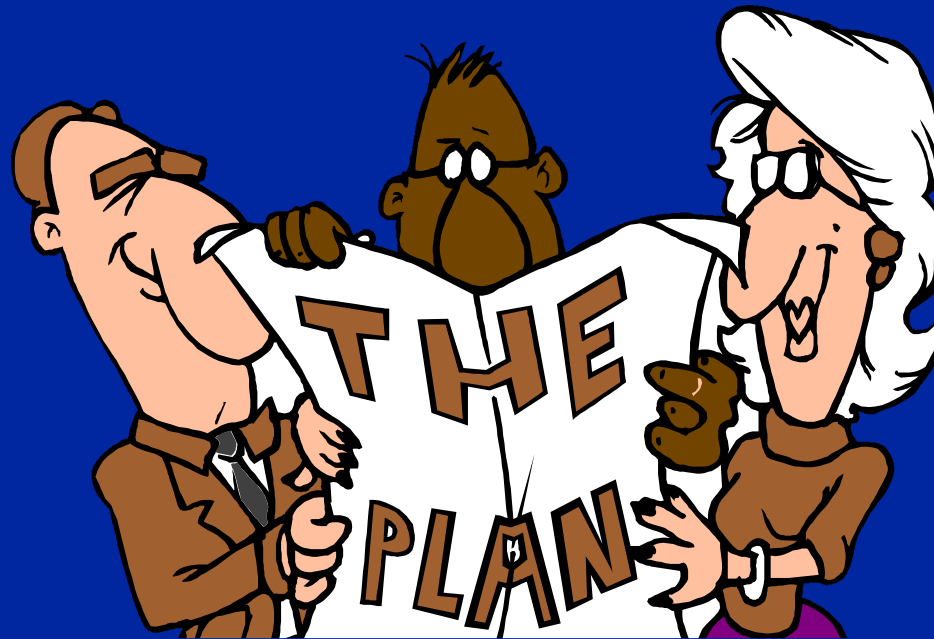


How to Prioritize Customers

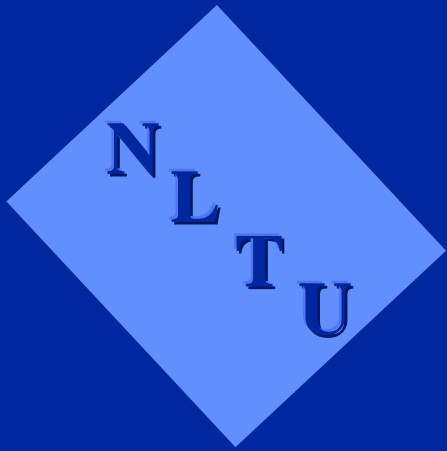


- ◆ Review business records
- ◆ Pareto analysis
- ◆ Productivity matrix
- ◆ Discuss and decide

Product of Lesson 2



A prioritized list of your
external customers

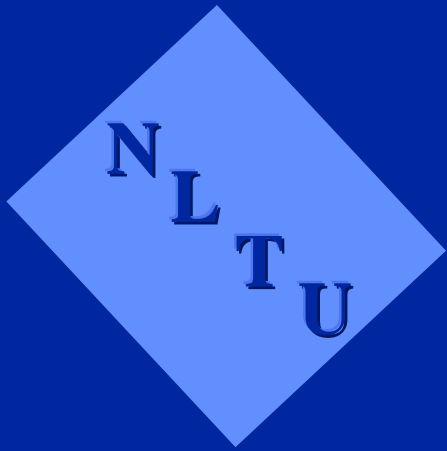


Identify Customers' Needs

Learning Objectives

- ◆ Describe the methods used to identify and document customers' needs
- ◆ Describe the purpose and use of a Customer Needs Form
- ◆ Recognize the Seven Management and Planning (7MP) Tools

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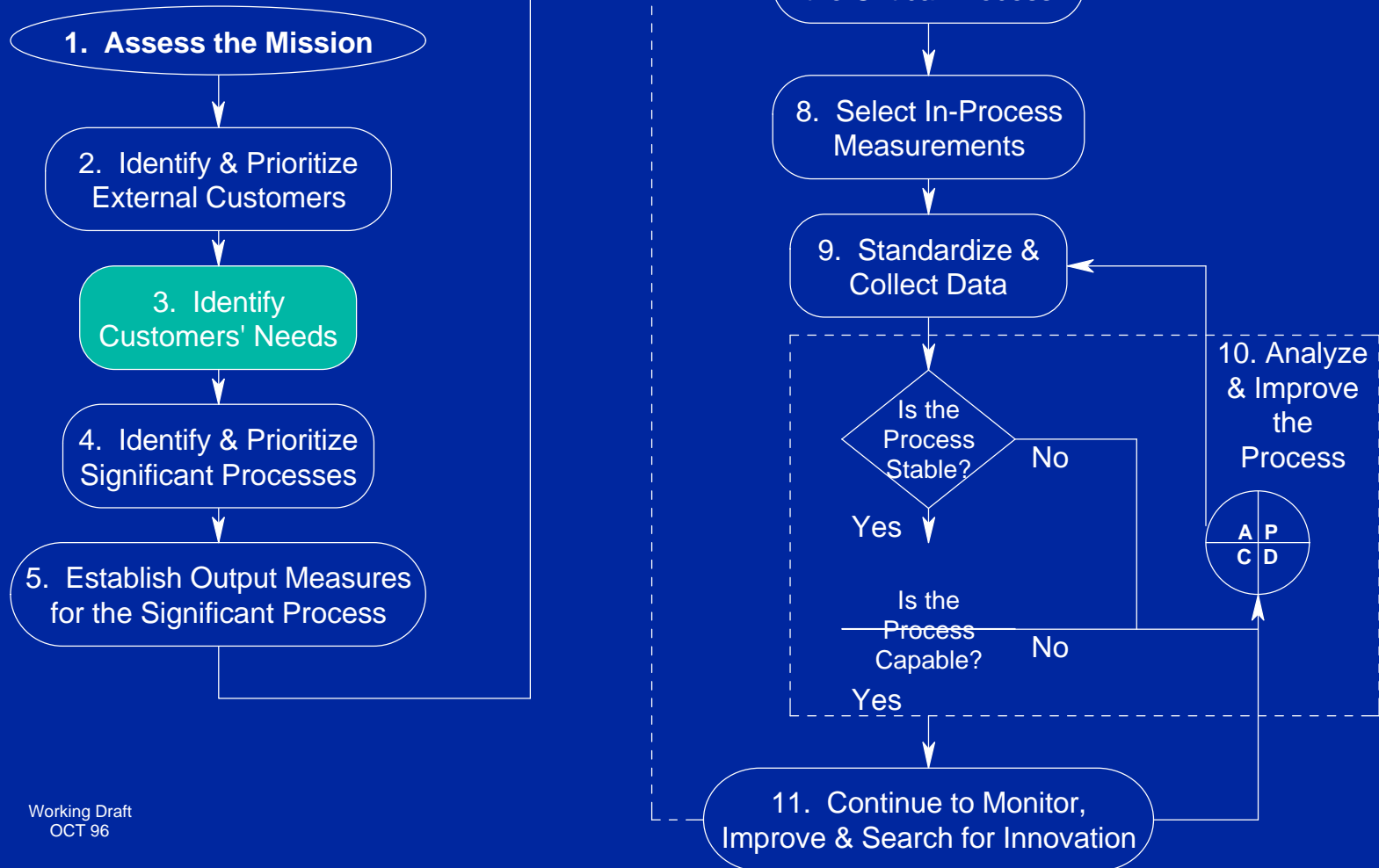


Identify Customers' Needs

Learning Objectives:

- ◆ Describe the purpose and use of an Affinity Diagram
- ◆ Describe how to use an Affinity Diagram to organize customer's needs
- ◆ Construct an Affinity Diagram to organize customers' needs

Process Management Flowchart



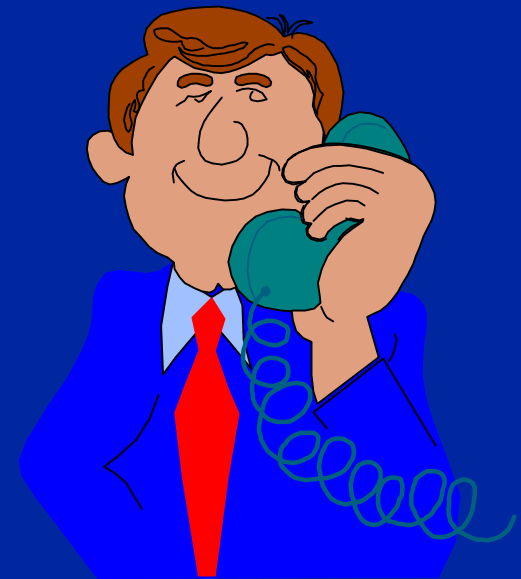


Why Is It Important To Identify Customers' Needs?

Customer needs may be overcome by the needs of the organization. When these needs conflict, the organization usually “wins” at the expense of the customer.

To Determine Your Customers' Needs You Must Ask Them What They Are

- ◆ Review existing documents
- ◆ Meet with individual customers
- ◆ Facilitate group meetings
- ◆ Conduct telephone interviews
- ◆ Observe customers using your product or service
- ◆ Survey customers



Customer Needs Form

Customer: _____

Interviewed by: _____

Date: _____

1. CUSTOMER NEEDS

2. IMPORTANCE

3. PERFORMANCE

4. CONCERNS

	1 2 3 4 5	1 2 3 4 5	
	1 2 3 4 5	1 2 3 4 5	
	1 2 3 4 5	1 2 3 4 5	
	1 2 3 4 5	1 2 3 4 5	
	1 2 3 4 5	1 2 3 4 5	
	1 2 3 4 5	1 2 3 4 5	
	1 2 3 4 5	1 2 3 4 5	
	1 2 3 4 5	1 2 3 4 5	
	1 2 3 4 5	1 2 3 4 5	
	1 2 3 4 5	1 2 3 4 5	

IMPORTANCE

RATING GUIDE FOR CUSTOMER NEEDS

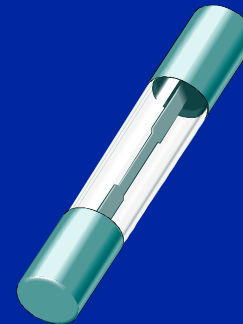
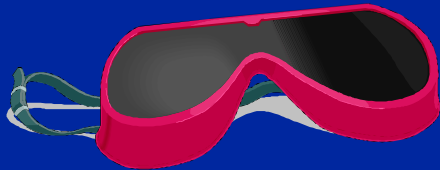
1	2	3	4	5
Lowest				Highest

PERFORMANCE

1	2	3	4	5
Poor performance, very dissatisfied	Inconsistent or somewhat inadequate performance	Adequate performance; meets minimum req's	Very good performance; customer is very satisfied	Best in class; sets new standards for performance

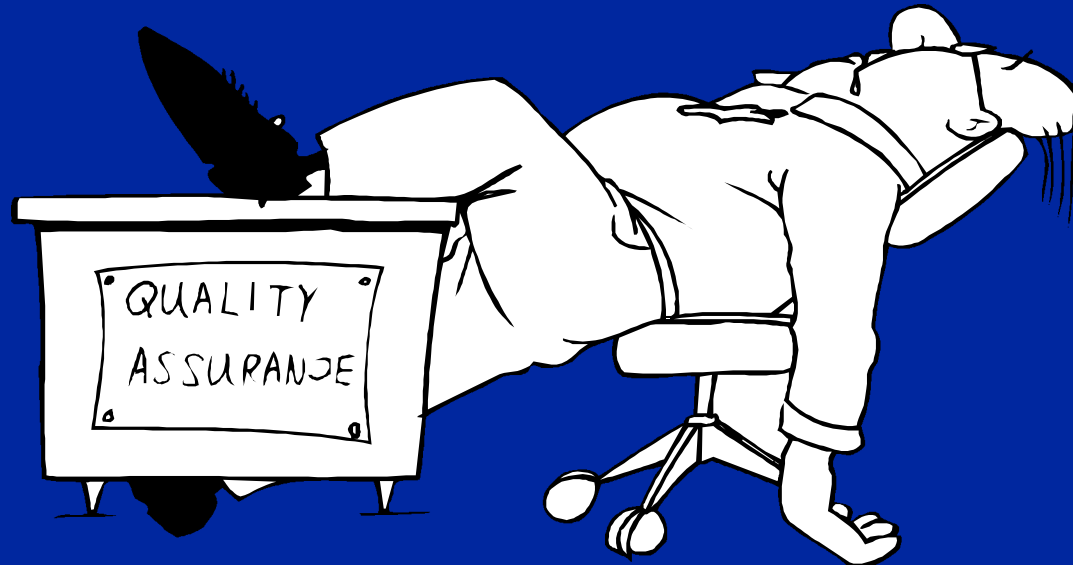
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Every Job Requires the Correct Tools



Tools and Their Uses

Quality Control



Management & Planning

The Seven Management & Planning Tools

1. Affinity Diagram

2. Interrelationship Digraph

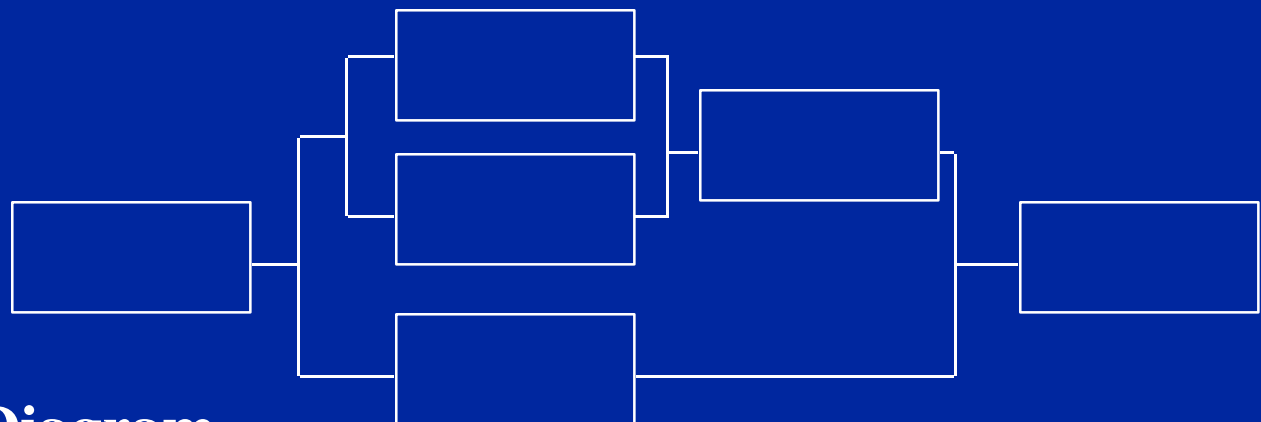
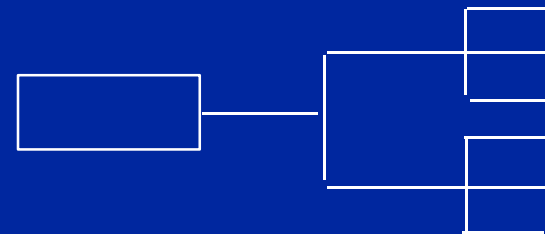
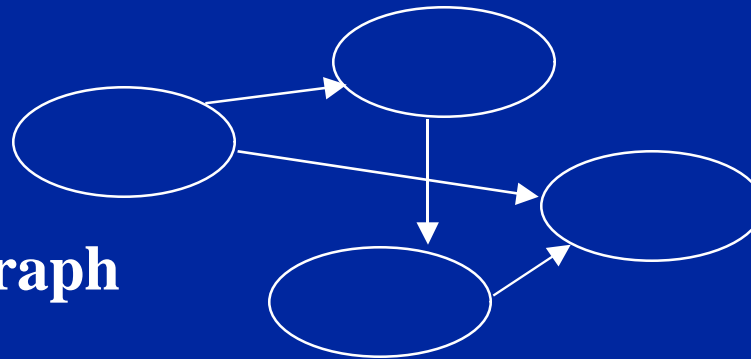
3. Tree Diagram

4. Prioritization Matrices

5. Matrix Diagram

6. Process Decision
Program Chart
(PDPC)

7. Activity Network Diagram





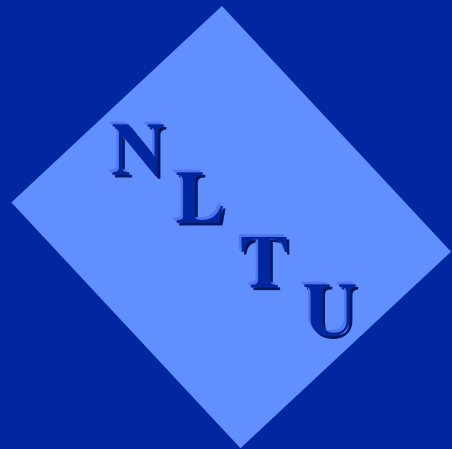
To Organize Customer Needs Data

- ◆ You need a tool, the Affinity Diagram
 - ◆ The Affinity Diagram gathers large amounts of language data (ideas, opinions, issues) and organizes them into groupings based on the natural relationship among items

How to Develop an Affinity Diagram

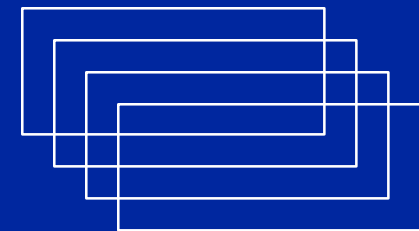
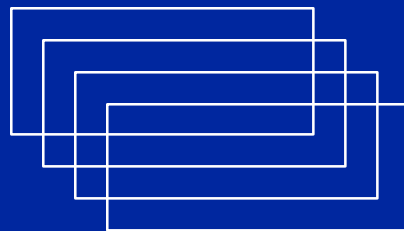
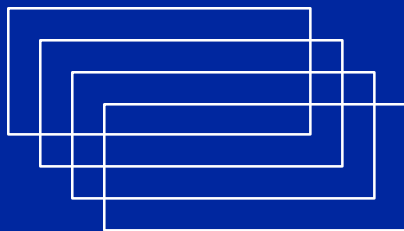
- ◆ Assemble the right team
- ◆ State the issue to be considered
- ◆ Generate and record ideas
- ◆ Display the completed cards
- ◆ Arrange the cards in related groupings
- ◆ Create the header cards
- ◆ Draw the finished Affinity Diagram





Summarize the Theme That Ties Each Grouping Together

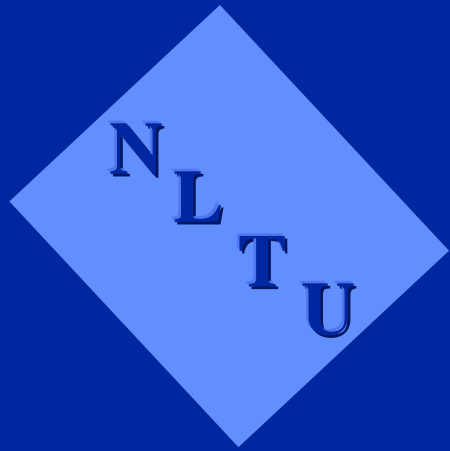
New Cards



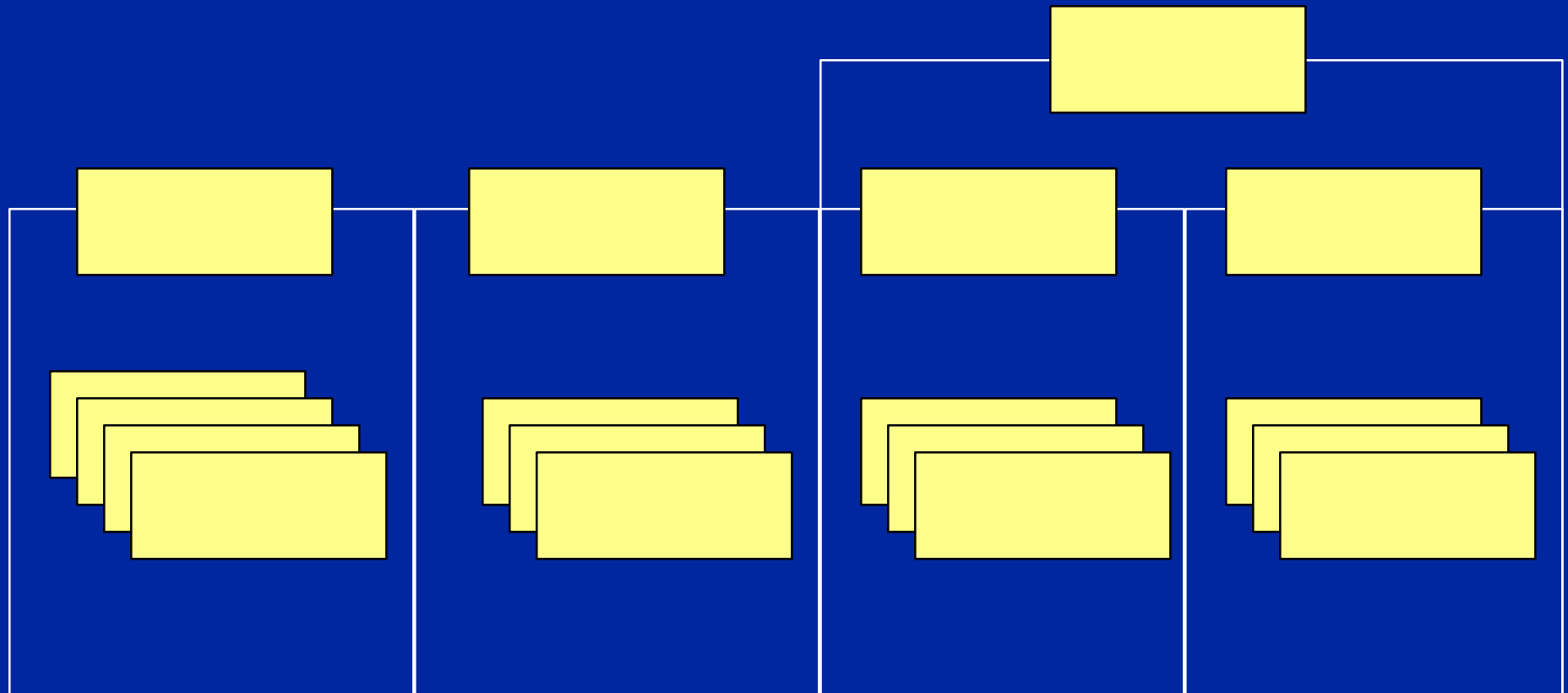
Header Card



Loner Card



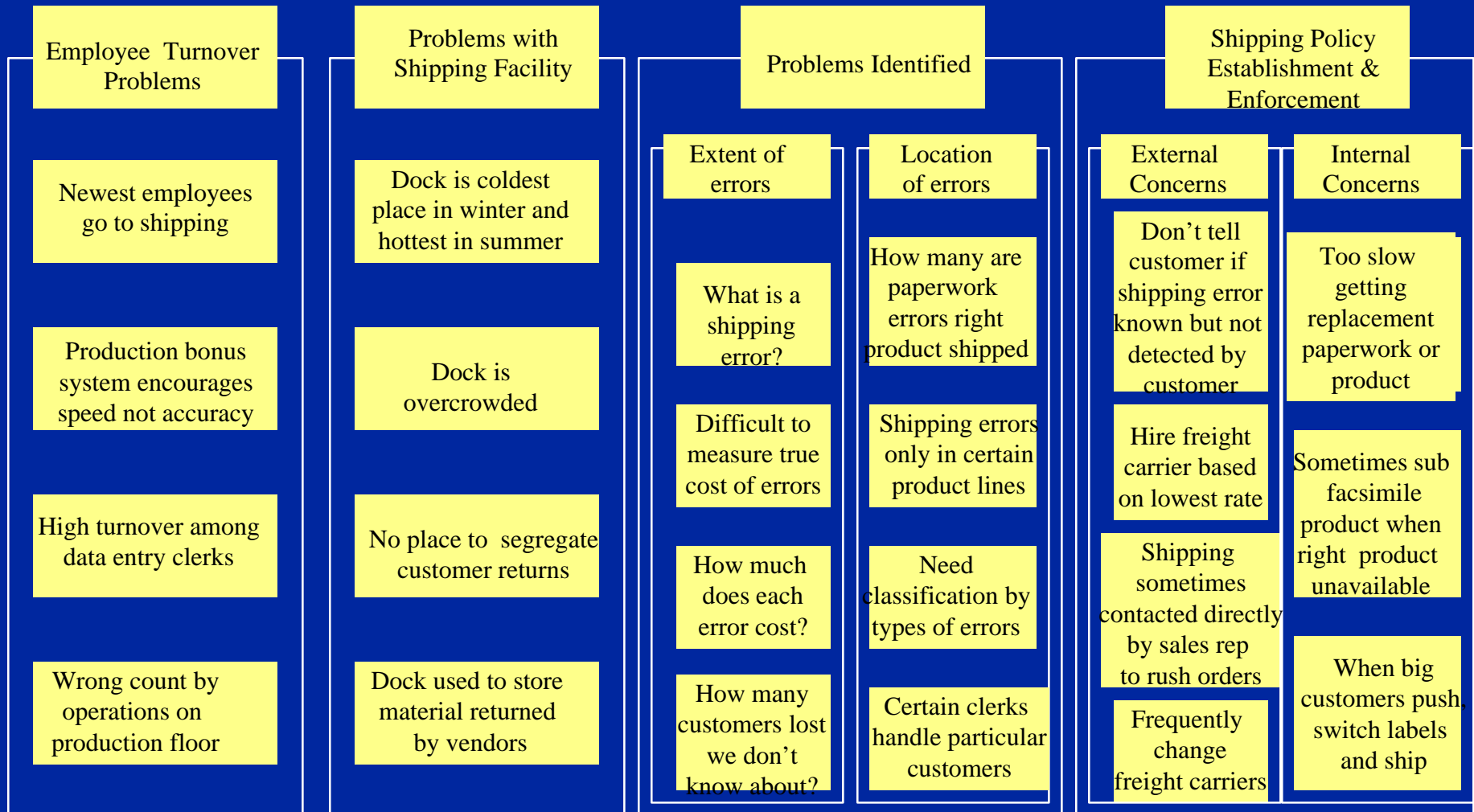
Show the Relationships Among All Ideas In the Finished Affinity Diagram

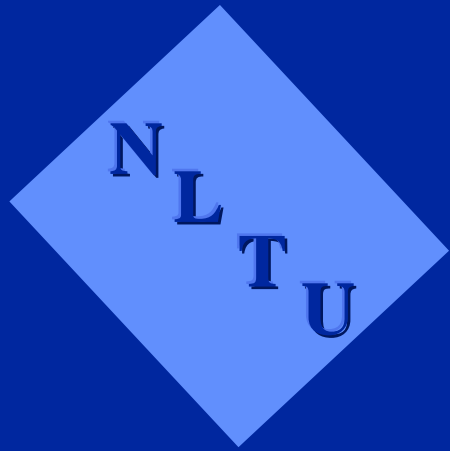


Missed Promised Delivery Dates Team

Completed Affinity Diagram

What are the issues involved in missing promised delivery dates?

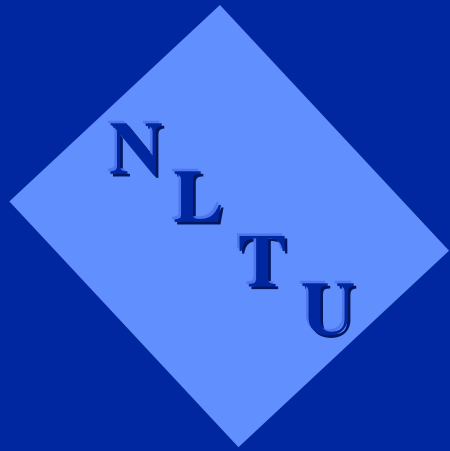




Using the Affinity Diagram to Organize Customer Needs

- ◆ Assemble the right team
- ◆ Transfer customer needs from needs forms to cards. Include priority ratings
- ◆ Combine EXACT duplicates onto a single card. Include priority ratings

(Continued)



Using the Affinity Diagram to Organize Customer Needs

- ◆ Arrange the cards in related groupings
- ◆ Create a header card for each grouping
- ◆ Total the priority ratings for all cards in a grouping onto the header card

Product of Lesson 3



**A prioritized list of your
customers' needs**



Identify & Prioritize Significant Processes

◆ Learning Objectives

- ◆ Explain the importance of identifying and prioritizing an organization's significant processes
- ◆ Describe the purpose and construction of a Tree Diagram
- ◆ Construct a Tree Diagram to identify an organization's significant processes

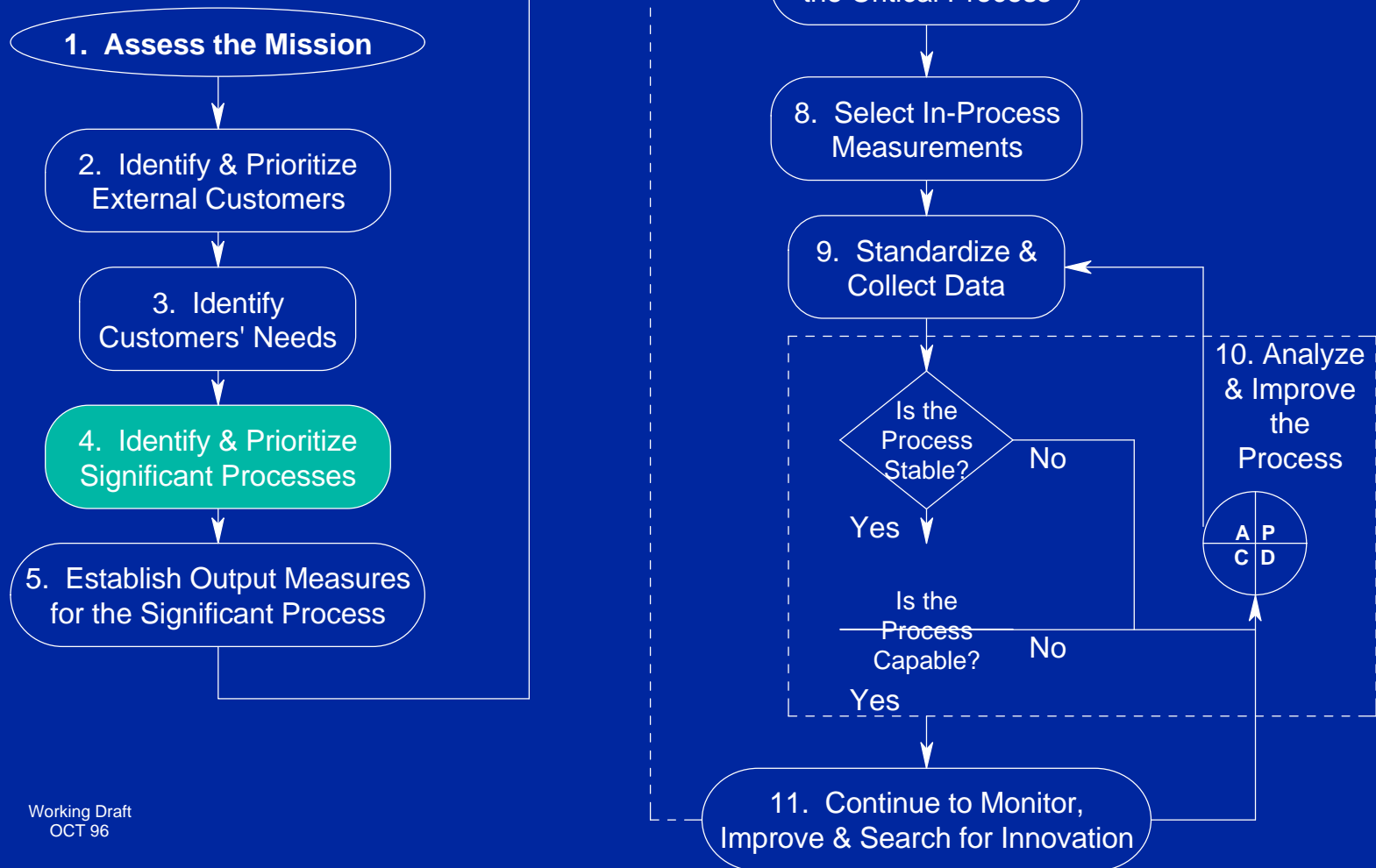
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MMQ



Identify & Prioritize Significant Processes

- ◆ Learning Objectives:
 - ◆ Explain the importance of aligning significant processes with customer needs
 - ◆ Describe the purpose and construction of a Matrix Diagram
 - ◆ Construct a Matrix Diagram to develop a prioritized list of an organization's significant processes

Process Management Flowchart

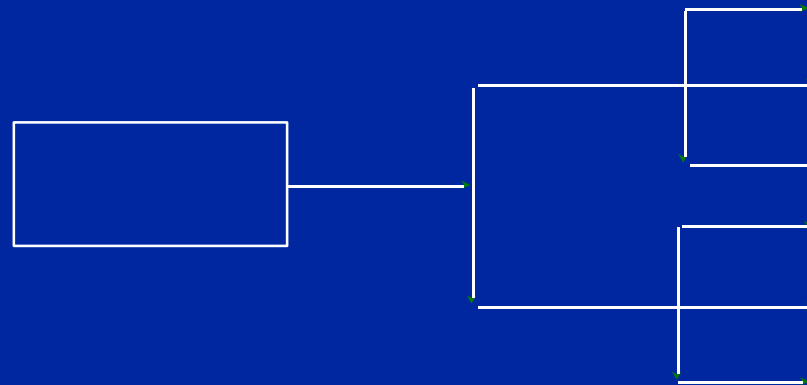


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To Identify Significant Processes...

- ◆ Expand from the mission using a 7MP tool:

The TREE DIAGRAM



The Tree Diagram

The Tree Diagram is a graphic tool for mapping the full range of tasks needed to achieve the end goal, purpose, or objective

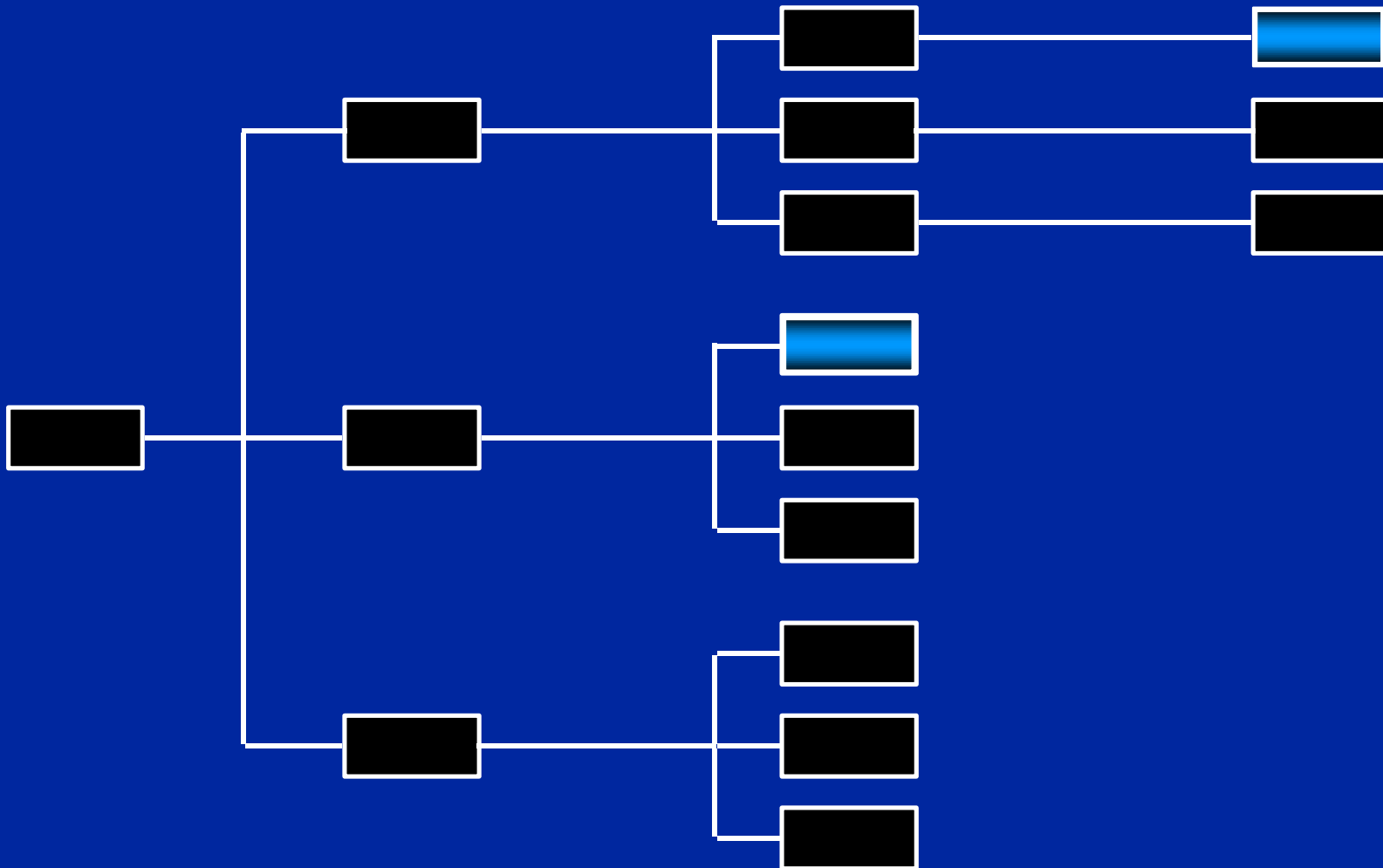


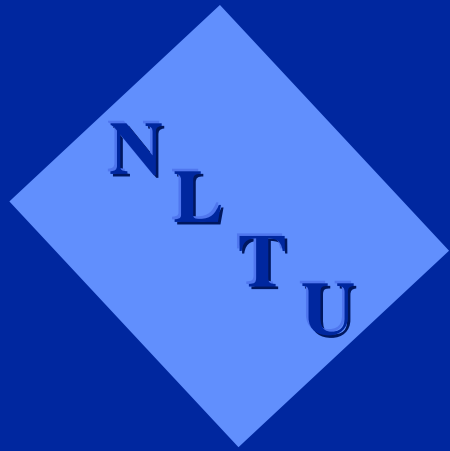
How to Develop a Tree Diagram

- ◆ Assemble the right team
- ◆ Identify the Tree Diagram goal statement
- ◆ Generate the major Tree Diagram headings
- ◆ Complete the Tree Diagram branch for each major heading
- ◆ Review the completed Tree Diagram for logical flow

Tree Diagramming

Goal/Problem ↔ Means/Goal ↔ Means/Goal ↔ Means

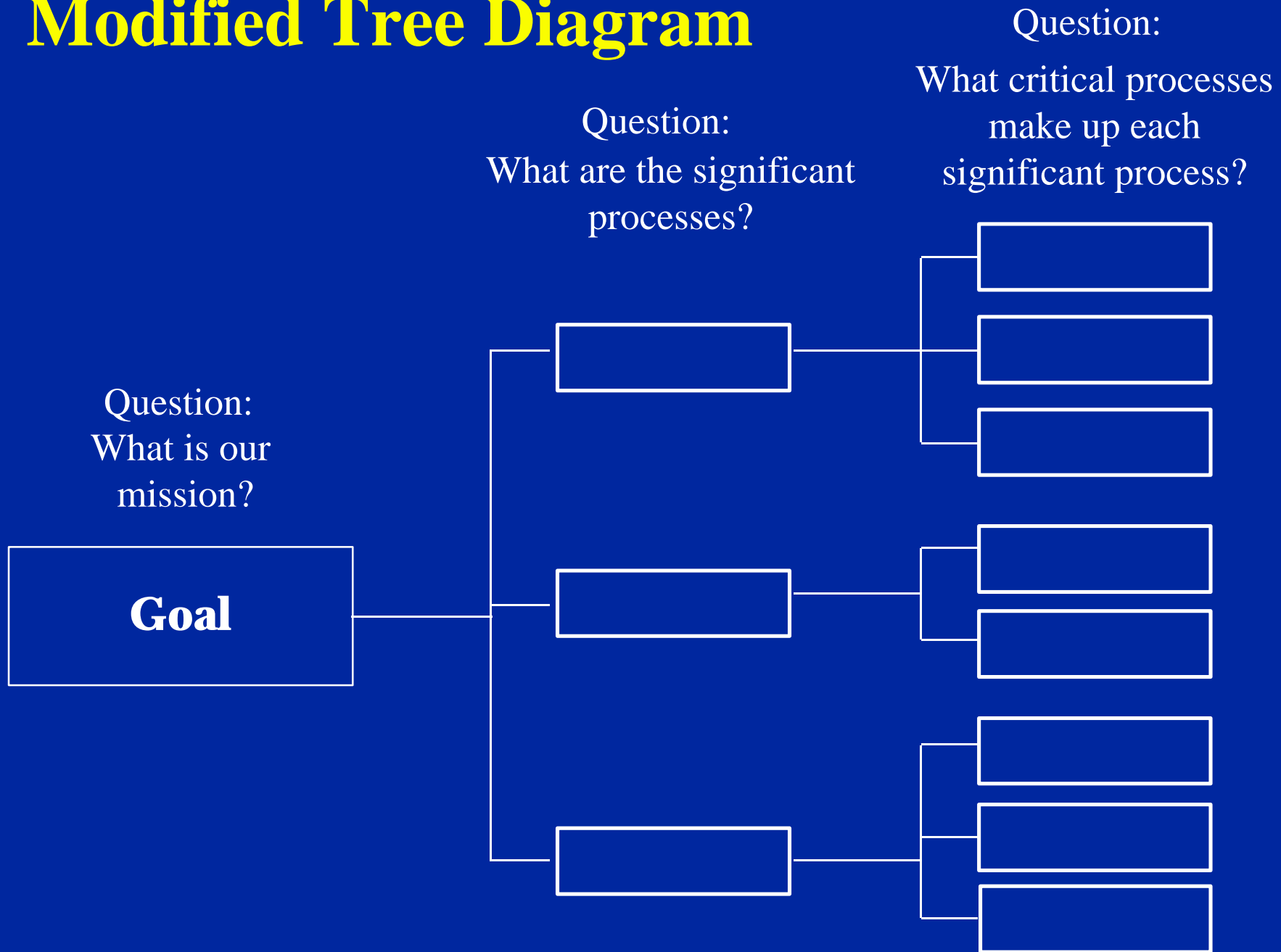




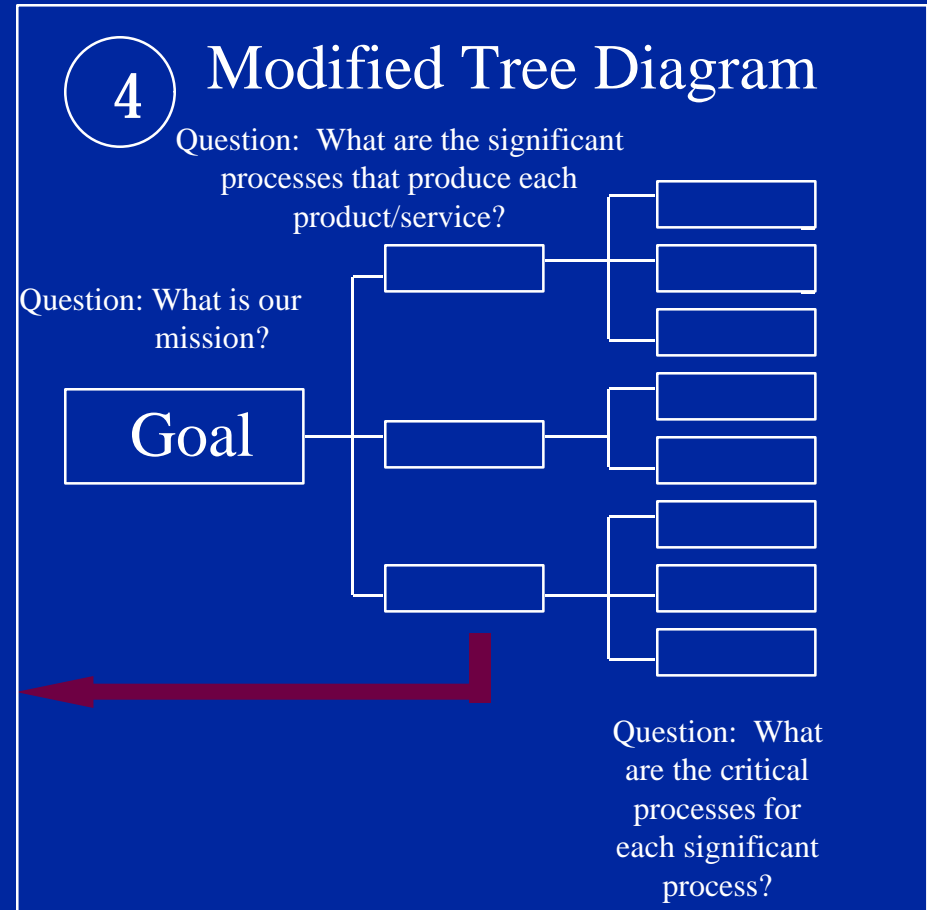
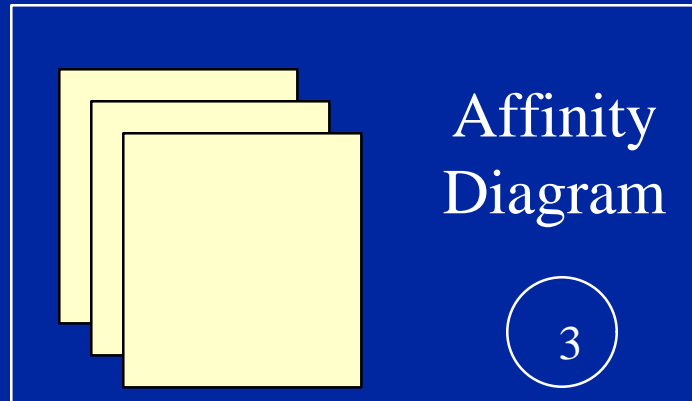
How to Construct a Tree Diagram for Process Management

- ◆ Assemble the right team
- ◆ Identify your Mission Statement
- ◆ Generate the first level of the Tree Diagram (Significant Process(es))
- ◆ Complete the second level of the Tree Diagram branch (Critical Process(es))

Modified Tree Diagram



Three Management and Planning Tools



Matrix Diagram

4

Priority Rating

Significant Processes

Customer Needs

		A	B	C	D	E	F
1		○	○	○	○	△	○
2		△	○	—	△	—	△
3		△	—	○	○	○	△
Total		14	82	72	95	4	88



Align Customers' Needs With Significant Processes

- ◆ A Matrix Diagram is a tool that organizes large groups of characteristics, functions and tasks in such a way that logical connecting points between them are graphically displayed



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How to Develop a Matrix Diagram

- ◆ Assemble the right team
- ◆ Generate the sets of items to be compared
- ◆ Select the appropriate matrix format
- ◆ Place the sets of items so as to form the axes of the matrix
- ◆ Decide the relationship symbols to use
- ◆ Compare the sets of items
- ◆ Complete the Matrix Diagram

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Relationship Symbols



=

STRONG

9



=

SOME

3



=

WEAK

1



=

NONE

0



Steps to Align Customer Needs and Significant Processes

Legend

⊙	Strong relationship = 9
○	Some relationship = 3
△	Possible or weak = 1
—	No relationship = 0

Matrix Diagram Significant Processes (from first level of tree diagram)

CUSTOMER NEEDS (From Affinity Header Cards)	Priority Rating	Provide Organic Air Support	Integrate P-3 Coverage	Task SSN in Support	Coordinate BG ASW CCC	Assign ASW Ship Screen Positions	Coordinate IUSS Support	Issue ASW Contact Reports
Timely ASW Contact Reports								
Knowledge of BG disposition								
Long Range ASW Reports								
Operational Deception Plan								
Attack Plan								
BG ASW Protection								
TOTAL								



Steps to Align Customer Needs and Significant Processes

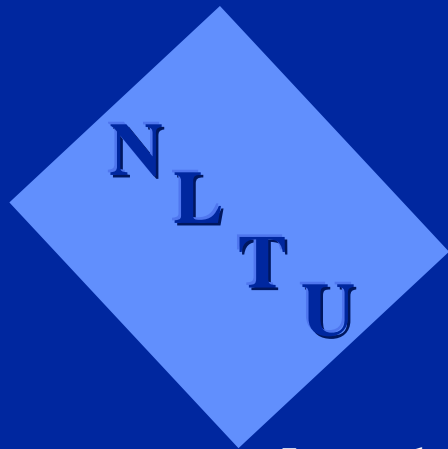
Legend

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- Some relationship = 3
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- No relationship = 0

Matrix Diagram Significant Processes

(from first level of tree diagram)

CUSTOMER NEEDS (From Affinity Header Cards)	Priority Rating	Provide Organic Air Support	Integrate P-3 Coverage	Task SSN in Support	Coordinate BG ASW CCC	Assign ASW Ship Screen Positions	Coordinate IUSS Support	Issue ASW Contact Reports
Timely ASW Contact Reports		○	⊙	△	⊙	○	⊙	⊙
Knowledge of BG disposition		○	△	⊙	⊙	○	—	△
Long Range ASW Reports		⊙	⊙	⊙	○	○	⊙	—
Operational Deception Plan		△	△	—	○	△	—	—
Attack Plan		○	○	○	⊙	○	—	—
BG ASW Protection		⊙	△	○	⊙	⊙	—	—
TOTAL								



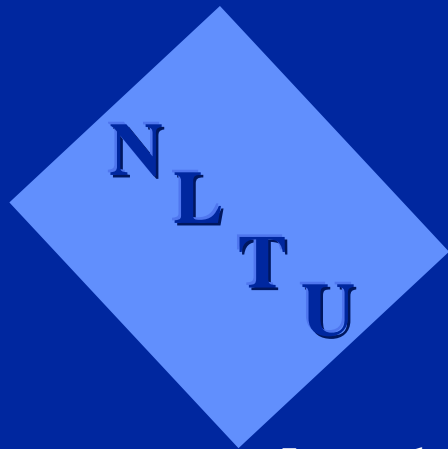
Steps to Align Customer Needs and Significant Processes

Legend

⊙	Strong relationship = 9
○	Some relationship = 3
△	Possible or weak = 1
—	No relationship = 0

Matrix Diagram Significant Processes (from first level of tree diagram)

CUSTOMER NEEDS (From Affinity Header Cards)	Priority Rating	Provide Organic Air Support	Integrate P-3 Coverage	Task SSN in Support	Coordinate BG ASW CCC	Assign ASW Ship Screen Positions	Coordinate IUSS Support	Issue ASW Contact Reports
Timely ASW Contact Reports	25	○	⊙	△	⊙	○	⊙	⊙
Knowledge of BG disposition	15	○	△	⊙	⊙	○	—	△
Long Range ASW Reports	50	⊙	⊙	⊙	○	○	⊙	—
Operational Deception Plan	15	△	△	—	○	△	—	—
Attack Plan	30	○	○	○	⊙	○	—	—
BG ASW Protection	100	⊙	△	○	⊙	⊙	—	—
TOTAL								



Steps to Align Customer Needs and Significant Processes

Legend

⊙	Strong relationship = 9
○	Some relationship = 3
△	Possible or weak = 1
—	No relationship = 0

Matrix Diagram Significant Processes (from first level of tree diagram)

CUSTOMER NEEDS (From Affinity Header Cards)	Priority Rating	Provide Organic Air Support	Integrate P-3 Coverage	Task SSN in Support	Coordinate BG ASW CCC	Assign ASW Ship Screen Positions	Coordinate IUSS Support	Issue ASW Contact Reports
Timely ASW Contact Reports	25	○ 75	⊙ 225	△ 25	⊙ 225	○ 75	⊙ 225	⊙ 225
Knowledge of BG disposition	15	○ 45	△ 15	⊙ 135	⊙ 135	○ 45	— 0	△ 15
Long Range ASW Reports	50	⊙ 450	⊙ 450	⊙ 450	○ 150	○ 150	⊙ 450	— 0
Operational Deception Plan	15	△ 15	△ 15	— 0	○ 45	△ 15	— 0	— 0
Attack Plan	30	○ 90	○ 90	○ 90	⊙ 270	○ 90	— 0	— 0
BG ASW Protection	100	⊙ 900	△ 100	○ 300	⊙ 900	⊙ 900	— 0	— 0
TOTAL								



Steps to Align Customer Needs and Significant Processes

Legend

- ⊙ Strong relationship = 9
- Some relationship = 3
- △ Possible or weak = 1
- No relationship = 0

Matrix Diagram Significant Processes (from first level of tree diagram)

CUSTOMER NEEDS (From Affinity Header Cards)	Priority Rating	Provide Organic Air Support	Integrate P-3 Coverage	Task SSN in Support	Coordinate BG ASW CCC	Assign ASW Ship Screen Positions	Coordinate IUSS Support	Issue ASW Contact Reports
Timely ASW Contact Reports	25	○ 75	⊙ 225	△ 25	⊙ 225	○ 75	⊙ 225	⊙ 225
Knowledge of BG disposition	15	○ 45	△ 15	⊙ 135	⊙ 135	○ 45	— 0	△ 15
Long Range ASW Reports	50	⊙ 450	⊙ 450	⊙ 450	○ 150	○ 150	⊙ 450	— 0
Operational Deception Plan	15	△ 15	△ 15	— 0	○ 45	△ 15	— 0	— 0
Attack Plan	30	○ 90	○ 90	○ 90	⊙ 270	○ 90	— 0	— 0
BG ASW Protection	100	⊙ 900	△ 100	○ 300	⊙ 900	⊙ 900	— 0	— 0
TOTAL		1575	895	1000	1725	1275	675	240

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Video Presentation

The Abilene Paradox



Product of Lesson 4



A prioritized list of significant processes

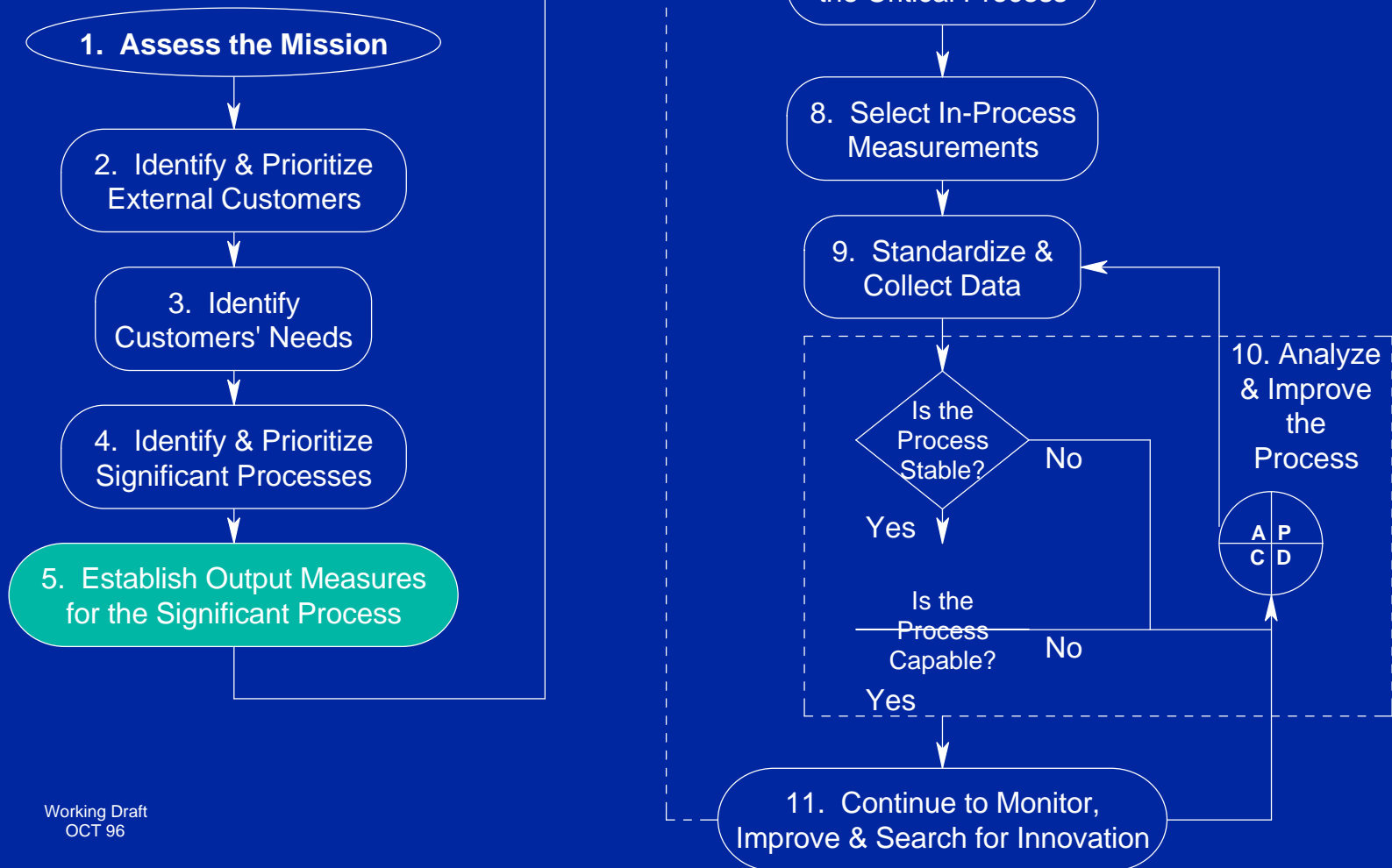


Establish Output Measures for the Significant Process

Learning Objectives

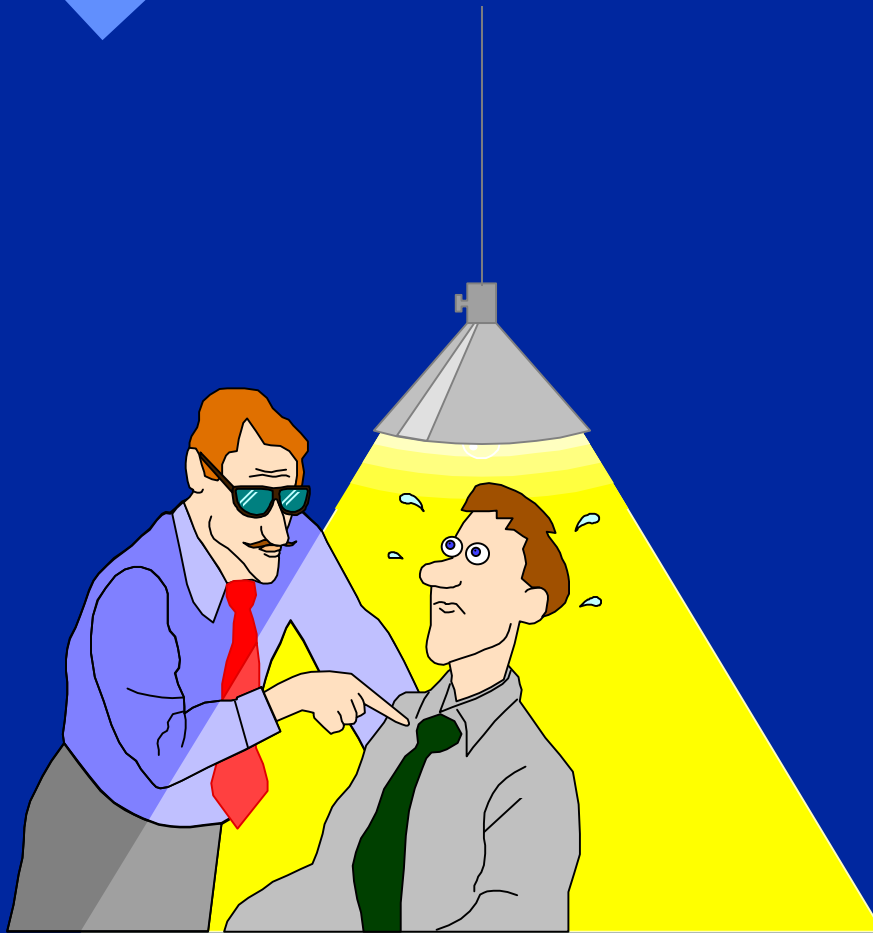
- ◆ Explain the importance of establishing output measures
- ◆ Explain the importance of developing operational definitions for customer needs
- ◆ Describe the purpose and use of a Key Quality Characteristics Worksheet

Process Management Flowchart



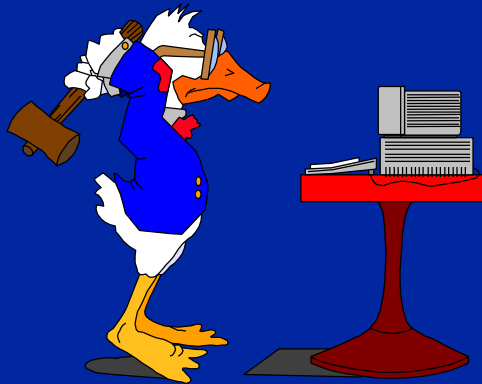
Identify Key Quality Characteristics

- ◆ Determine how customers perceive quality in your product or service



Key Quality Characteristics

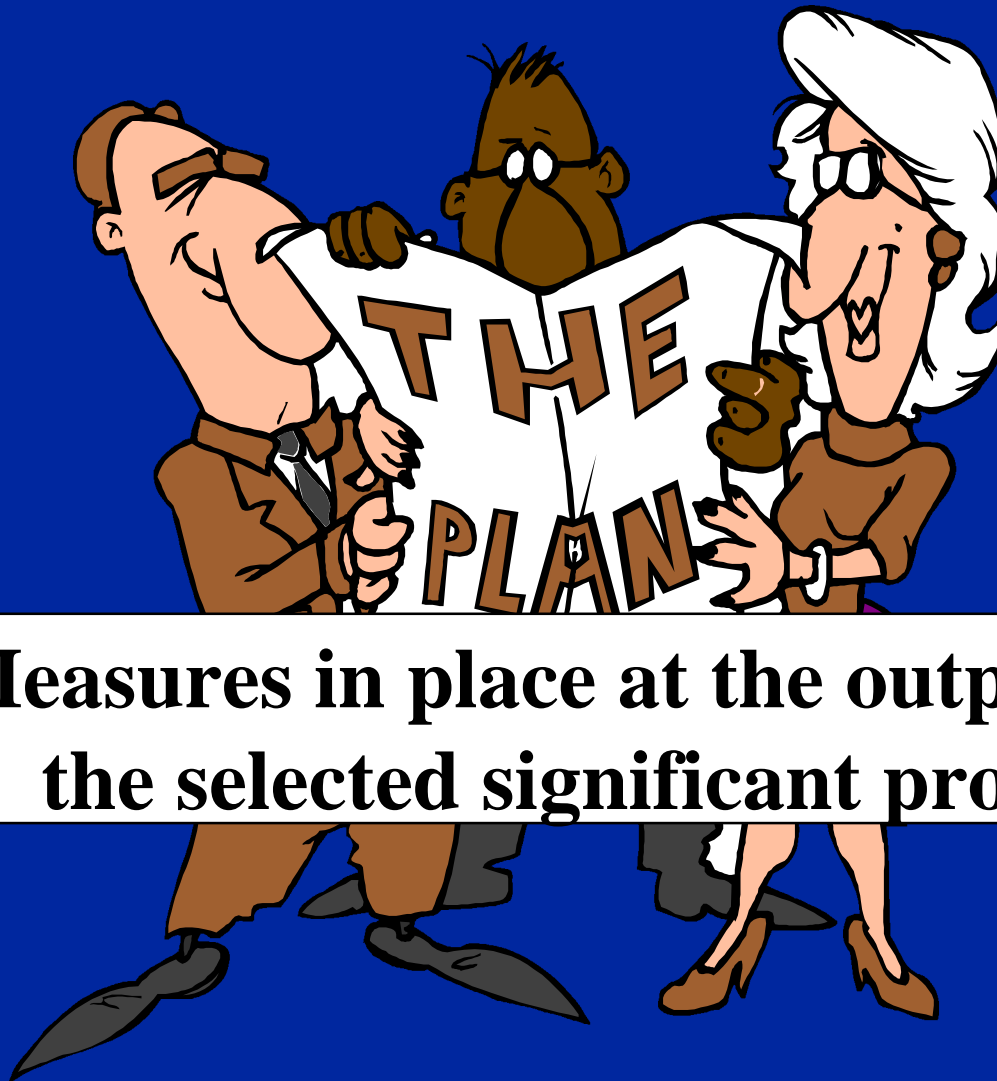
- ◆ Translate customers' perceptions into measurable characteristics
- ◆ See your products or services as customers see them
- ◆ Translate your customers ideas about quality into concrete output quality characteristics you can measure



Key Quality Characteristics Worksheet

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Product of Lesson 5



**Measures in place at the output of
the selected significant process**